

30 September 1982

The Contractor shall submit a cost proposal to accomplish each of the following tasks:

1. Review and comment on the Government Estimate for A-E services described in the Government Request for Proposal to Design of the New Headquarters Building. Also identify those services in the RFP that could be considered outside the scope of the 6 percent Basic Fee criteria.
2. Review and comment on the Contractor's fee proposal to provide A-E services to design the proposed new building on Headquarters compound.
3. Attend A-E contract negotiation sessions when requested by the Contracting Officer and render technical expertise and advice to the Government.
4. Contract for expertise in special disciplines when requested in writing by the Contracting Officer.



STAT

FOR THE RECORD: Copy mailed  on 13 Oct 82 a.m. per his request.

STAT

il

*file - A-E Negotiations*

LEE S. GARRETT

STAT

September 27, 1982

[redacted]  
Central Intelligence Agency  
Langley, Virginia

STAT

STAT

Pursuant to our conversations of 24 and 26 September 1982 I am pleased to submit the following proposal.

I propose to accomplish a series of tasks in support of analyses, evaluations and negotiations of the contract for design and other associated services on the planned additions to the CIA headquarters facility at Langley, Virginia.

These tasks will consist of preparation of brief reports based on conversations, reviews, short term analyses and independent evaluations of contractors' proposals and estimates.

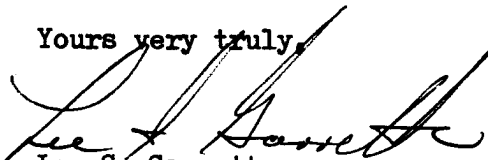
Each task will be accomplished within a mutually agreed time frame and at an appropriate proportional price within the total proposed price.

All tasks will be accomplished during the period from 5 October 82 to 31 December 82.

The proposed price for accomplishment of the described services is \$8,400.00 plus any expenses associated with out-of-town travel should such travel be required.

If further information is required I can be reached at 703-532-9273. Your interest in having me perform these services is appreciated.

Yours very truly,

  
Lee S. Garrett



OFFICE OF THE CHIEF OF ENGINEERS  
WASHINGTON, D.C. 20314

REPLY TO  
ATTENTION OF:

DAEN-ZA

MEMORANDUM FOR EXECUTIVE SECRETARY, ARMY INCENTIVE AWARDS BOARD

SUBJECT: Nomination for Decoration for Exceptional Civilian Service  
Award

1. Mr. Lee S. Garrett, Chief, Engineering Division, Directorate of Military Programs, Office of the Chief of Engineers will end 32 years of service with the U. S. Army Corps of Engineers on 29 December 1981. This distinguished performance of duty in a position of influence over an extended period merits recognition at a high level.
2. Request that the inclosed award recommendation receive favorable consideration.

1 Incl  
as

J. K. BRATTON  
Lieutenant General, USA  
Chief of Engineers

**Nomination of Lee S. Garrett**

**for**

**Department of the Army Exceptional Civilian Service Award**

**Biographical Data:**

**General Information:**

Name: Lee S. Garrett  
Date and Place of Birth: 3 July 1926, Girard, Alabama  
Title and Grade: Chief, Engineering Division ES-5  
Organization and Location: Engineering Division, Directorate of  
Military Programs, Office of the Chief of Engineers, Washington, DC  
Service Computation Date: 27 June 1947  
Length of Time with the Present Agency: 32 years

**Education:**

1949 Bachelor of Science, Auburn University, Electrical Engineering

**Significant Employment:**

1974-Present	Chief, Engineering Division, ES-5, Military Programs Directorate, Office of the Chief of Engineers
1973-1974	Chief, Engineering Division, GS-16, U.S. Army Engineer Division, South Atlantic
1970-1973	Chief, Engineering Division, GS-15, U.S. Army Engineer Division, Huntsville
1967-1970	Chief, Project Management Sentinel Systems, GS-15, U.S. Army Engineer Division, Huntsville
1967-1967	(Oct-Dec) Chief, NIKE X Engineering Division, GS-15, Mobile District, U.S. Army Corps of Engineers
1965-1967	Systems Engineer, GS-14, Advanced Technology Branch, Engineering Division, Military Construction, Office of the Chief of Engineers
1959-1965	Chief, Civil Works Special Projects Section and Chief, Instrumentation and Control Section, GS-13, Design Branch, Mobile District, U.S. Army Corps of Engineers
1957-1959	Resident Engineer, Allatoona and Buford Dam, GS-12, Operations Division, Mobile District, U.S. Army Corps of Engineers
1951-1957	Power House Dam Superintendent, GS-9/11, Allatoona Dam, Operations Division, Mobile District, U.S. Army Corps of Engineers
1950-1951	Trainee/Electrical Engineer, Power House, GS-5/7, Allatoona Dam, Operations Division, Mobile District, U.S. Army Corps of Engineers

**Type of Appointment:** Career Senior Executive Service

### PROPOSED CITATION

Lee S. Garrett is cited for exceptional service while serving as Chief, Engineering Division, Directorate of Military Programs, Office of the Chief of Engineers during the period of 1974-1981. His intensive and responsible management of the Army's technical engineering and design of military facilities activities have resulted in dollar savings and exceptional program execution which have significantly contributed to successful mission execution of these activities he supported. His leadership and management abilities have provided a firm direction of support and service to Army activities which have been impressed on the organization and which reflects great credit upon himself, the U.S. Army Corps of Engineers, and the Department of the Army.

### **SUMMARY OF ACHIEVEMENT**

Lee S. Garrett has distinguished himself through his outstanding dedication to duty and service. He has been consistently acknowledged for his exceptional service throughout a career spanning over 34 years of government service. He has risen steadily to assignments of increasing responsibility culminating in his present position of authority and influence as an ES-5 in the Senior Executive Service. As Chief, Engineering Division, Directorate of Military Programs, Office of the Chief of Engineers, Mr. Garrett has provided outstanding, aggressive, responsible management of the military construction engineering and design activities of the United States Army. The results of that management are reflected impressively in dollar savings and effective execution of the military construction programs. In recognition of his exemplary and devoted service, Mr. Garrett has received letters of appreciation from the highest levels of our Government, Sustained Superior Performance Awards (1959, 1960), Quality Step Increases (1964, 1966, 1972) Outstanding Performance Ratings (1974, 1975, 1976, 1977, 1978, 1979) and Exceptional SES Ratings (1980, 1981). He received the Department of the Army Meritorious Civilian Service Award in 1980. His integrity, dedication to public service, and professional achievements have earned the esteem of his co-workers and professional colleagues within and outside government service.

### ADDITIONAL DETAILS

The Chief, Engineering Division, Military Programs Directorate, is responsible for establishing, supervising and executing technical policies governing planning, design and specifications for the military construction program for the Army, the Air Force, the Defense Nuclear Agency, as well as special construction for other government agencies, such as Department of Energy and the National Aeronautics and Space Administration.

In that capacity, Mr. Lee S. Garrett supervises a staff of professional and technical experts in the staff, direction of Army engineering and design mission involving:

- (1) Establishment of criteria, engineering standards, guide specifications and procedures for design and cost control of military construction program in peacetime and mobilization conditions, (2) Accomplishment of technical and cost reviews of the annual Military Construction Army, Minor Military Construction Army, and Non Appropriated Fund military construction programs, (3) Development of policy, supervises the technical aspects, and furnishes engineering planning, design, direction and consultant services for all construction (other than Civil Works) accomplished by the Corps of Engineers, (4) Provides intensive design management, including Architect/Engineer selection, conceptual and final design, for all Major Army and assigned Air Force medical facility projects, (5) Development of criteria for, evaluates and approves installation master plans for the Department of the Army for peacetime and mobilization construction programs. Provides Department of Army liaison in the National Capitol Region with the National Capitol Planning Commission and the Commission of Fine Arts, (6) Develops data and provides technical witnesses supporting the Assistant Chief of Engineers (ACE) in compilation, presentation and defense of the annual MILCON programs to Office Secretary of Defense, Office Management of Budget, and the Congress for authorization and appropriation of funds, (7) Manages and provides the Technical Base Support for development of facility support requirements for the Army Force Modernization program, (8) Accomplishes the Technology Review and Modernization program for the Department of the Army and Office of the Secretary of Defense, (9) Defines need for and technically monitors, research, investigations, and studies pertaining to weapons effects, environmental enhancement and protection, energy conservation and use, engineering economy, construction materials, and applications of advanced technology to design and construction, (10) Provides engineering services to other Federal agencies in the planning, costing, and design of facility construction programs, (11) Formulates and coordinates the accomplishment of quality control evaluation activities, including design and construction evaluation and applications of Value Engineering to military construction, (12) Directs the Chief of Engineers Design Improvements Program, and coordinates Department of the Army participation in the Department of Defense and Federal Design Improvement programs.

The position of Chief of Engineering Division, Military Programs Directorate reports to the Director of Military Programs (Major General). Mr. Garrett in the execution of his functions is in daily contact with senior members of the appropriate committee of Congress, high ranking officials in Government, professional societies, Architect-Engineer firms and high ranking representatives of state and local governments.

Among his accomplishments, Mr. Garrett has been extremely effective in the planning efforts for forward area bases in the Indian Ocean area for the Rapid Deployment Force Program. His personal skills of organization, exploration and diplomatic negotiations at the highest ministerial and military leadership levels laid the groundwork for design and construction of these highly sensitive projects of international significance.

Under the terms of the Israeli-Egyptian Peace Treaty, the U.S. Government agreed to construct two air bases in the state of Israel for completion within a highly compressed time schedule at a cost of approximately two billion dollars. Mr. Garrett played a major role in the planning, design negotiations and development of the phased design/construction program in order to meet the critical time sensitive requirements of the terms of the Peace Treaty. He continued to play a leading role throughout construction as the Corps of Engineers Top engineering/design advisor and through intensive management/cost engineering reviews. His efforts made a significant contribution toward successful mission accomplishment of this important National Security program.

Mr. Garrett has aggressively managed the review and development of engineering design criteria, standards, and guide specifications and established a system for priority updating and upgrading the most critical elements in view of resource constraints. Elimination, reductions of volume, and firm control of content through intensive management procedures have effected program savings of approximately 20%. As a separate but highly effective means of reducing design costs, Mr. Garrett directed the maximum use of standard designs, design guides, and standard modular component designs. These efforts have resulted in exceeding the Military Programs performance objective of 25% for use of standard designs. His comprehensive analysis of the Army's energy use and the resulting programs for energy conservation and reduction of energy use in the built environment have provided the basis for successful mission accomplishment by the Army to meet the President's energy conservation goals. Energy engineering criteria for new construction have been effected which reduce energy use by our 45% from those facilities constructed prior to 1975.

In addition to his demonstrated program management ability, he has had a substantial impact on the personnel management of his employees and the effectiveness of his organization in the operation of the Office of the Chief of Engineers. Through his personal example he has set the tone and provided the leadership and emphasis that resulted in an effective equal employment opportunity and affirmative action program that has substantially exceeded performance standards. These efforts and the establishment of upward mobility positions where possible have resulted in the hiring and promotion rate for women and minorities being 35% above and the training rate of 25% above the nonminority rate. He has initiated training and development courses for the engineering management professionals, encouraged professional registration of engineers and architects and promoted enrollment in the professional societies. His personal integrity, dedication, devotion to the principles of public service and professional achievements have earned him the esteem of his co-workers and professional colleagues within and outside government service.



## BENEFITS

Lee S. Garrett has demonstrated exceptional ability as a manager, supervisor, planner and administrator. His successful efforts in support of providing Army commanders with quality facilities within scope at minimum cost is characteristic of his abilities and contributions to mission accomplishment. His pattern of performance has set an unassailable standard of excellence. His contributions on questions of engineering, design, contract negotiations, program organization and planning are valuable precedents for future endeavors. His extensive contacts with the professional societies and the architect-engineer communities have expanded the influence of the Corps of Engineers engineering efforts while increasing cooperation and the exchange of knowledge. His contributions to program excellence have been significant and will be of lasting value to the U.S. Army, the Department of Defense and the nation.

### PERSONAL QUALITIES

Mr. Garrett possesses the highest order of professional expertise and unquestionable dedication and loyalty to those under whom he serves. In addition to his outstanding technical and managerial abilities, he has the rare capability to keep the proper perspective in the face of seemingly insurmountable problems and appears to thrive in managing dynamic, challenging programs. His performance is characterized by initiative, foresight, ingenuity, leadership and dedication. He is considerate of his subordinates, encourages their professional development, and utilizes them to the maximum of their abilities. His ability to effectively communicate with others of varying cultural, social, and educational backgrounds is an essential attribute in his dealings with contractors and U. S. and foreign government officials.

Mr. Garrett holds the respect of his supervisor, peers and subordinates.

Significant Prior Awards:

Meritorious Civilian Service Award	1980
SES Exceptional Rating	1981
	1980
Outstanding Rating	1979
	1978
	1977
	1976
	1975
	1974
	1964
Quality Step Increase	1972
	1966
	1964
Sustained Superior Performance	1960
	1959
Society of American Military Engineers Wheeler Award	1970
Numerous Letters of Commendation and Appreciation	

Other Scientific or Professional Affiliations:

Registered Professional Engineer - Alabama  
 Executive Committee, Corps of Engineers Historical Foundation  
 Industrial Liaison Committee, Society of American Military Engineers  
 Architect Engineer Committee on Federal Construction,  
 American Consulting Engineers Council and Professional Societies  
 Building Research Advisory Board of the National Academy of Science

## BIOGRAPHICAL SKETCH

LEE S. GARRETT

Assumed present duties as Chief, Engineering, Military Programs Directorate, Office of the Chief of Engineers, in 1974. Previous positions and assignments were Chief, Engineering, South Atlantic Division (1973); Chief, Engineering, Huntsville Division (1971), and Chief, Project Management (1967), Huntsville Division; and assignments in Office, Chief of Engineers, and Mobile District.

Mr. Garrett is responsible for design and engineering guidance and standards used for the worldwide construction of military oriented facilities for the Army, Air Force, and other authorized customers by the Corps of Engineers. He has led planning efforts for Corps of Engineers participation in major National Security Programs to include the MX missile system, Israel, Saudi Arabian, and Mideast construction programs. The construction value of the annual design program exceeds \$3.5 billion.

In the South Atlantic Division, Mr. Garrett headed the organization managing engineering and design which included the 10 locks and dams of the Tennessee Tombigbee Waterway, several multipurpose projects and numerous major military construction projects. The annual program had a construction value of approximately \$400 million.

Activities in the Huntsville Division were associated with tactical support facilities systems development and design for Anti-Ballistic Missile Program commencing with the NIKE-X and proceeding through the Sentinel and Safeguard Systems deployment.

Prior OCE duties included system engineering aspects of research and development, criteria development and design of power plants required to produce precise electrical power in support test and surveillance operations, and to rapidly convert to hardened operations and continue precise power production during and after nuclear attacks.

Mobile District engineering assignments covered design and centralized control systems and remote supervisory control for major hydroelectric power projects and accomplishment of designs for specialized instrumentation and other systems for rocket and missile R&D, test and space simulation facilities.

He has initiated many techniques for managing and controlling the development and design of very large and complex facilities systems.

He has received numerous outstanding performance awards, the Society of Military Engineers Wheeler Medal in 1970, the Department of the Army Meritorious Civilian Service Award in 1980 and attended the Federal Executive Institute, Charlottesville, VA.

Mr. Garrett was born 3 July 1926 in Girard, Alabama. Graduated from Auburn University with a B.S. in Electrical Engineering after service in the U.S. Army Air Force in World War II. He is a registered professional engineer in the state of Alabama.